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ABSTRACT

This panel presentation concerns itself with the administrative reporting responsibilities of college and university intramural programs. The main focus is on intramural programs directly responsible to physical education departments, student affairs programs, or both. Panel participants discuss their (a) respective organizational structures, (b) budget responsibilities, (c) classifications as faculty or staff, and (d) personnel and the improvements participants would like to see in their programs. Panel members represent the following universities: (a) University of Texas, (b) Colorado State University, (c) Arizona State University, (d) Phillips University, (e) Oklahoma State University, and (f) Kansas State University. Three panel members were involved in programs where they reported to the student affairs department, two reported to the physical education department chairman, and one reported both to student affairs and the physical education chairman. The purpose of the presentation is to either justify already existing organizational structures, or give ideas for changes in physical education programs. (Author/JS)

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INTRAMURALS: WHERE DOES IT BELONG; PHYSICAL EDUCATION OR STUDENT AFFAIRS

Presiding: Bill Harms, Kansas State University

Panel: Carolyn Hewatt, University of Texas; Bill Ellis, Colorado State University; Jill Williams, Arizona State University; Bill Quayle, Phillips University; Kent Bunker, Oklahoma State University; Raydon Robel, Kansas State University.

This panel presentation concerns itself with the administrative reporting responsibilities of college and university intramural programs. We are mainly concerned here with intramural programs being directly responsible to the Physical Education Department, to Student Affairs program or possibly both.

In a 1973 research study, Maas, Mueller and Anderson found that out of 1,026 colleges and universities responding to the questionaire survey, 24.6% of them reported administratively to physical education - 5.7% reported to the Dean of Students - 7.1% reported to the Vice-President of Student Affairs while 2% reported both to Dean of Students and Vice-President of Student Affairs. 23.9% of each school reported directly to physical education and Student Affairs, jointly. The research study also pointed out that 82.6% of the intramural directors were pleased with their present organizational structure.[1]

Maas, Mueller and Anderson also found in their study that 50.2% of the schools responding were funded by student activity fees, 37.03% were funded by PE budgets, while 32.6% were funded through general funds. Well over one half of the respondents felt that their present funding was adequate.[1]

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[1] Gerald M. Maas, C.E. "Pat" Mueller, Bruce D. Anderson, "Survey of Administrative Reporting Sequences and Funding. Sources for Intramural-Extramural Program in Two Year and Four Year Colleges in the United States and Canada." 1973.

The panel participants will discuss their respective organizational structure, their budget responsibilities, their classifications as faculty or staff, their personnel, and the changes they would like to see to better improve their program.

I would like to remind you that we are not here to come up with a right or wrong intramural reporting sequence. We are merely making this an informative discussion that will possibly be helpful to you in justifying your already existing organizational structure or maybe just to help give you ideas concerning changes you would like to see come about in your own program.

Carolyn Hewatt
University of Texas
Austin, Texas

The intramural program at my university has always been in the area of Student Affairs, so, I'm speaking from the point of having never been involved in an intramural or recreational sports program that reported to the Physical Education Department. We were one of those rare ones that started in Student Affairs close to 40 years ago and we're still there.

I would like to say the title of this panel is "Intramurals: Where Does It Belong?" I'm dedicated to the fact that it belongs where the action is and if things happen on your campus, this is the best place for it to be.

There are things that are very important ingredients to the intramural program. If you've all been around here in New Orleans much at all and done any eating as well as other types of ingestion, the French have a way of saying

at first you start things with a rue, which is great and I see intramurals as kind of a spicy thing that needs some ingredients. First of all, a competent director is a professional, a person who can handle budgets and can properly select and use personnel and facilities. You need the facilities, you need the budget, the competent director and you need a direct line of communication to deans or vice-presidents.

There are advantages in either physical education or Student Affairs. First of all, there are times when you may get into, and we are experiencing now, the facility crunch, when priorities must be established on who goes in where at what time, what funds are available to you; and what personnel is available to you. Now, as long as you have a priority system set up to serve your students, either physical education or Student Affairs is okay administratively.

The autonomous unit is one of the things at which we are looking. Being in Student Affairs, all our funds come from student fees. Now, on my particular campus, the student fees come into our recreational sports budget. This is a combined department for men and women and that the program is administered by professionals. The student input is not in policy making nor budget determination. Professionals are the ones who are doing that. Student Councils and Student Managerial Systems are there for student involvement in terms of recommendations and very good recommendations. However, they do not determine either the personnel facilities or the budget.

One of the advantages that I see in being in the area of Student Affairs is that it gives you a broader base on your particular campus. Now, I know the commonality of backgrounds, most of us were physical educators who also are intramural people or recreational sports people. We have a common educa-

tional background in physical education and should never forget this while working with recreation.

Being in the division of Student Affairs as I am, you become involved in all areas of student services on the campus and if you see recreational sports as a student service, I think you'll find wisdom in that. For example, our director and some of the rest of us meet every week with representatives from our student health center, from our international office, from our admissions office, from our dean of students office, from financial aids, from the student union, from our counselling department which gives you a very broad base of contact across the campus. As I listed those areas you may have realized that each of us has a very special expertise. These people see us as running the recreational sports program on our campus. I can and do know and work closely with people in the student and financial aid office, with the counselling office, with the health center and it just gives you a broader base that keeps us from being locked into the gym, if you will, or on the field and I think that sometimes this happens very easily.

At one time there seemed to be value in reporting to physical education or in having joint departments so that your recreational sports people might be funded in part from the division of Student Affairs, but might also have an appointment to teach. This may very well be true on many campuses now. I don't know whether it is going to continue to stay true. Some of us are experiencing the fact that it's better to get people with non-teaching appointments. You can still, as you well know, maintain your level of professionalism because we are all professional intramural people or recreational sports people. We've had some very fine people who had a joint ap-

pointment and were up for a promotion. They had been out on the fields doing what they were hired to do and they were unable to justify a promotion on an appointment or even continue on our campus. I think that this is a scale that has changed somewhat in the last ten years. One time I think there was great value in it. I think also with the broad base of contact through the area of Student Affairs, you can keep up with the pulse of things that are on your campus. We deal only with recreational sports. In summary, I really am convinced that we are there for our student clients. Wherever our professional autonomous unit may be located for the best programs is the very best place for us to be.

Bill Ellis
Colorado State University
Fort Collins, Colorado

I'm the guy that's locked in the gym, but someone's looking for the key and I don't know the answer. I hope to come up with some answers. I'm going to tell you the way we operate and you have to make your own choice, "What's best for you?"

We're directly responsible to the physical education chairman. All of our budget money comes from physical education. We have the same benefits as any other staff member, promotion, rank, etc. We are hired as intramural people. We are not hired as a coach or as a physical education instructor, we're hired as intramural people with a part responsibility to physical education in the teaching area. What we are responsible for is a "locked in

gym situation". We run the competitive program and the open recreation program during the nine month school year. The summer programs are run through conferences and institutes. They take over the facilities and run their programs for the summer people and the conference people.

On our staff, I am the only staff member, so to speak. I teach one class per quarter. The rest of the time is spent in intramurals and recreation. We have two graduate teaching assistants, one man, one woman, which are part time. They teach one class per quarter, if you want to call that part time. We have one part time secretary who is not paid through the intramural program. She is state classified and paid by the university. We hire a student to run our individual tournaments. We hire 10-15 gym supervisors, field supervisors, and, of course, then we hire all the officials. The only people that are paid through the intramural budget are the officials. Physical education picks up my salary, the GTAs, the secretary's and the supervisor's salaries.

Some advantages that I can see are ease of scheduling the building with the physical education chairman. We sit down and schedule the building for classes and what's left over they say is your baby.

Common equipment; we buy no capitol equipment out of the intramural money. It's all through physical education. We use our majors classes to help us run the program which does save us some money. Track classes run the track meets, swimming classes run the swimming meets, sports officiating classes help us officiate in the intramural contests. This does save us a little money. We're poor anyway. Intramurals doesn't have an equipment room and physical education does, so we work out of the same equipment room. We use the same equipment people and again, physical education pays the sal-

ary of the equipment people.

I spoke about being short of money. When we run short of money, we go to the chairman of physical education and say, "Can you give us some help?" "Yes", he says, "we can take a little money out of here or we'll call somebody and we'll try to get you some more money." So, they help us out in that respect, and, of course, we can help them out in other respects. They may say, "Hey, I need 500 reams of paper. Can you help me out there?" "Sure, I'll get you 500 reams of paper." So, we help each other, back and forth.

Maybe one big disadvantage that I can see is that it might be easier to get your money from the students rather than try to fight the state or the university to come up with some money to run an intramural-recreation program. I might be wrong there, I don't know, but I think the students will come through with the money before the state will.

I'd just like to say, in closing, that we have to take a hard look at our situation. I received a notice that we could possibly go to Student Affairs. We are asking for a pretty big jump in budget, so maybe we'd better go to the students and try to get some of their money. We have a good situation of being in physical education. We have not received a budget increase since 1968. Physical education has helped us. We have had somebody to fall back on. We didn't have to go to the students and let them tell us 'no, we don't want to give you any more money.'

We have a unique situation at Colorado State. We have a big athletic debt and our students are paying a large portion to support this each quarter, so I'm a little bit shaky on this Student Affairs thing. Do I go to them now and say, "Hey, we need $2.50 per year or $3.00 a year." They're bucking this fee thing now, so I'm kind of worried about it. I don't know

what to expect.

Like I said, we're very happy where we are. We're not as big as a lot of universities, we don't have that big of a program. We only handle a very small portion of the total recreation program on the campus, but, we're happy with what we're doing. I can't tell you where you belong. You're going to have to decide where you belong.

Jill Williams
Arizona State University
Tempe, Arizona

At Arizona State University, intramurals, club sports and recreation is under the direction of Associated Students. Our office has the responsibility of men's, women's and co-rec intramurals, the club sport program and open recreation. We also team-teach an undergraduate Intramural Organization class and are responsible for the central scheduling of most recreational facilities.

ASU intramurals has undergone a major reorganization since many of you visited our campus last spring at the N.I.A. Conference. From a full-time coordinator and a part-time secretary, we have added two assistant coordinators and two full-time secretaries, five offices and $56,000!

Our fill-time professionals have staff classification. This is one disadvantage to our present situation. In terms of salary advancement, faculty pay usually rises more than staff pay. The coordinator and two assistant coordinators have M.S. degrees. Even though we have strong educational backgrounds and teach a course, we are not considered faculty. Four of us

have 12 month appointments and one secretary has a 10 month appointment.

We enjoy the autonomy of having a separate organization. The pressure or worry of being high on the priority cut list of the Health, Physical Education and Recreation Department does not affect us. At ASU, our office is very happy under the direction of Student Affairs.

The internal structure of intramurals, club sports and recreation is excellent for the size of ASU's program. As our program and our responsibilities increase, we may add graduate assistants to our staff. ASU has a graduate program in physical education and is developing a Masters program in recreation.

We are located in the Associated Student's organizational structure and theoretically report to the executive manager of Associated Students. He in turn reports to the Vice-President of Student Affairs. The Vice-President often delegates this responsibility to the Dean of Students. We seem to go directly to the Dean of Students with most requests, problems and ideas. Next year, the Vice-President is expected to officially approve our reporting directly to the Dean of Students. We will stay under Associated Students in the organizational structure.

Student fees support our entire program. An ASU student pays approximately $370 per year in student fees. Thirty-six percent of this is shared by Student Activities with the long-term paying of Stadium, Union and Academic Building Bonds. The previously mentioned change in administrative structure will not hurt our funding, as we will still secure funds from the Student Affairs Board.

The Student Affairs Board reviews the intramural, club sports, and recreation budget request each year. The Student Affairs Board Budget Committee

has two students and two faculty members. Along with other student activity requests, this Student Affairs Board then submits a total budget request to the University Budget Board in charge of the distribution of student fees.

There is not a best place for all college and university intramural programs. One must consider the situation before it is possible to decide on the best location. When searching, consider the size of the university, the money available, the power of certain departments and the scheduling of facilities.

At ASU, history has shown that intramurals when competing with academics in the same department, will get the last and least consideration. ASU's situation now is ideal because our program cooperates with HPER, but our existence does not depend on them.

A small college may easily accomodate intramurals in a Physical Education Department, whereas a large university may really need two structures. This is the case at ASU. The financial status of the university is important. If a small college can barely make ends meet, chances are there will not be excess funds for an autonomous department. Check the availability of funds from student fees or the Physical Education Department's budget, as well as your place on their priority cut list. A $150,000 budget may sound good this year, but what happens when it's cut in half next year?

Leadership and power go hand in hand. An intramural director must be close to the person who will have the final say in decision-making. If, as at ASU, the Dean of Students and Vice-President of Student Affairs feel the intramural program is an essential part of student life and therefore the responsiblity of Student Affairs, this is the place for it. If this is not the case, then maybe the Dean of the Physical Education Department feels this way. The idea is to be close in the organizational structure to the

person making decisions which affect the intramural program. Also, this person should realize the importance and share the concern for the essential needs of a successful intramural program.

Concerning facilities, again it is advantageous to be close to the person with the final say in scheduling. We have an ideal situation at ASU this year. We are responsible for the central scheduling of most recreational facilities, though priority still goes to academics first and inter-collegiate athletics second. At many schools, scheduling will be controlled by the HPER Department on a Student Affairs Scheduling Board. If scheduling is done by the HPER Department, this may be the better location for intramurals. Scheduling facilities is one of the biggest problems. The more influence an intramural administrator has on scheduling decisions, the more facility-scheduling will become part of the job and less of the problem.

After consideration of the size of Arizona State University, the money available, the power of Student Affairs, and the facility scheduling system, the best place for ASU's intramural program is under the direction of Student Affairs.

Bill Quayle
Phillips University
Enid, Oklahoma

I'm going to approach this subject from the viewpoint that an intramural program ought to be responsible administratively to the Physical Education Department. The reason I say this is that I am an idealist when it comes to the philosophy of physical education and I believe that intramurals is an

integral part of total physical education as are the professional program, varsity athletics, instructional physical education, campus recreation and adaptives.

Another reason for having physical education responsible for the intramural program is that it is most feasible administratively and economically when we are sharing equipment, facilities, staff and supplies.

Our experience at Phillips University, which is a small liberal arts type institution of about 1,500 students, has shown us that it is best perhaps to retain intramurals within the physical education department. This is where it was two years ago. When the administration of the university, through a task force recommendation, separated intramurals and athletics from physical education and placed them under the office of the Vice-President for Community Life (student affairs). Prior to this separation we experienced a very harmonious relationship among the six member staff of professors, coaches and intramural director who shared in a common philosophy. Under the central administration we were able to arrange schedules for staff and facility use, and share equipment and supplies with ease.

Now that intramurals, athletics, and physical education are separated, we have lost that convenience. Priorities in facility use are difficult to establish and management is more complicated. Scheduling for staff responsibilities has become more difficult. There are also budgetary problems under the new organization. Since there are separate budgets for intramurals, physical education, and athletics, it has called for duplication of equipment and supplies not experienced under our former organization. This is a luxury we cannot afford!

Another reason that I identify with the concept that physical education administer the intramural program is that each part of the physical educa-

tion program (intramurals, professional, instructional, adaptives, etc.) can maintain proper balance for the benefit of the students.

There is also the opportunity for the physical education department to take advantage of the laboratory potential provided by intramurals for the practicum of officiating, coaching, managing, etc., that physical educators need. In conclusion, I feel that intramurals belongs in physical education because of my philosophy of physical education. Nevertheless, who ever administers the intramural program, whether it be physical education or student affairs, it must be part of the curriculum and make an educational contribution to the students, it must be directed by one whose main interest is intramurals, and it must be properly funded.

Kent Bunker
Oklahoma State University
Stillwater, Oklahoma

I think the reason I'm really here is because at Oklahoma State, we have somewhat of a unique situation. Now, when I say unique, I'm sure there are other programs similar, but the intramural and recreation departmental staff at OSU is housed, if you will, in the department of Health, Physical Education and Recreation. However, the unique part comes in the fact that we are actually, even though we are housed in the Physical Education Department, funded and report to the Vice-President of Student Services through the HPER Department head.

Our department head receives about 70% of his salary from academics and

receives the remainder of his salary from Student Services. So, in other words, even though we are housed in the Physical Education Department, we report to the Vice-President of Student Services. One good thing about this is the fact that if we were to get an academetion for a department head whose total interest was in the area of physical education as an academic discipline, all we have to do is rely upon the descretion of our Vice-President of Student Services to set him straight as to the role and the importance of intramurals and recreation at OSU, which right now holds a very high priority. Fortunately, we have a receptive, responsive department head and he works closely with me as director of intramural sports at OSU. Simply state, I report to the Vice-President of Student Services through the HPER department head.

Concerning funding, we receive from the student an $8.00 per semester fee for the operation of the Colvin Center which is the nice big facility that many of you have seen and read about at OSU. $4.00 of the fee goes for retiring of the bonds and the other $4.00 goes for operation, maintenance and programing. We do receive in intramurals some of this money for programing, however, most of our money comes from the allocation that's given to us by the Student's Activity Board, they receive their money from higher administration and then they allocate the money to the different groups on campus of which we are one. We have never had a problem justifying our budgetary request from this group. Recognizing the importance and scope and size of our program, we are receiving, not adequate, but comfortable funds for our program.

A couple of problems that we face, and I don't want to offend anybody is Women's Inter-collegiate Athletics. Right now Women's Inter-collegiate Athletics has been placed in our department. As far as I'm concerned, there

is no reason for them to be in our department. They should be across the campus in athletics where they belong and then they could fight for the athletic dollar instead of recreational and IM monies. The problem comes in sharing the facility. With Men's Athletics, there is no joint sharing of facilities. Even when you add physical education to our facility, there's no real problem because most physical education courses are during the day. So, the problem comes with Women's Inter-collegiate Athletics tieing up a large portion of our facilities for a small cross section of the campus population. The problem comes with the growth of the Women's Inter-collegiate program and the growth of our program which results in a pinch for space. My answer for this is to get Women's Athletics where it belongs.

One of the problems that we are facing right now is that our department head is trying to get the budgetary lines straight and clear. Intramurals and recreation have been carrying alot of the load of the academic programs in terms of equipment and personnel. Some of us have been involved in teaching. The department head is trying to get academics to carry its own load and he's having problems because of the help that we have been giving the academic situation. It would help us financially if we were not carrying this extra load.

Conflicts in scheduling of a growing program is a problem that you are all facing. I'll reiterate the point that I've been involved in the administration of three outstnading intramural programs, all of the administered by different bodies or areas of the university and all have been a success. It's not where you are, but what you are and what you are doing that makes a successful program.

Raydon Robel
Kansas State University
Manhattan, Kansas

At Kansas State University, Recreational Services is under the Vice-President of Student Affairs. The transition was made from the Physical Education Department in the school year 1967-68 at the request of the students. They asked at that time through our Student Senate to have a little more responsibility with the program and would be willing to put some more money into it, thus the transition was made.

Presently, our staff is made up of two full time people, two full time secretaries, two graduate assistants, and the rest student employees. Our full time people, other than the secretaries, are classified with our university as being in the administrative area. We have no coaching or teaching responsibilities, we are full time to Recreational Services.

Our title - Recreational Services - came into being last year. Formerly, when we were created in the school year 67-68, we operated with the title of the Intramural and Recreation Department. Last year, to broaden our base in our program, we split our area up into three separate areas, the intramural area, the free time recreation area, and the sports club area, so to better identify and to take a broader base, we changed the name to Recreational Services. I report directly to the Vice-President of Student Affairs and, of course, I have a Recreational Services Council made up of students and faculty that work as an advisory group as well as a policy making group. They approve the budget that we work with, set up some of the overall rules and regulations. From there when we go into the intramural area, our Protest and Rules Committee deals with the individual sports rules.

Presently, we find that we complement the Physical Education Department and they complement us. We work very closely together as far as facilities are concerned and we're in a facility squeeze like alot of people. We operate indoors under one building, or actually a combination of three buildings built together, of where there is a sharing by men's and women's athletics, physical education and Recreational Services. Our setup is that we have what we classify as the Facility Use Committee made up of the department heads of these various areas plus students from these various areas and then the Vice-President from Campus Planning. We also have what we call a complex manager who is the scheduling clerk, so to speak, the maintenance and repair head of this facility that we schedule through. Any conflicts that we have, we will sit down with the Facility Use Committee and a determination is made as to who has what time, as far as physical education time, men's and women's athletics and Recreational Services time.

Because of our administrative reporting sequence, I report directly, as I said, to the Vice-President of Student Affairs. I feel that this gives me some advantage as far as this Facility Use Committee is concerned as well as getting the other things that we need on our campus. The Physical Education Department reports to a dean, the dean, in turn, reports to the Vice-President of Academic Affairs. I feel like we've eliminated some of the steps that are involved in administrative reporting.

About 76% of our total budget is funded by the students. As of last year, we received $2.50 per student per semester. We also receive about 11% from the state. The remaining percentages are made up by entry fees, rental fees and a facility use fee that we charge the faculty and staff to use our facilities. Our operating budget, and I'm not totally positive of this, but almost sure that our budget is more than physical education's

budget. We do not at this time have a money problem in the fact that as I mentioned we were at the referendum last year. Previous to that, when the transition was made to a department, we started out at about $1.00 and then we kind of piece-wheeled along going back to Student Senate every year. We went $1.00, $1.25, $1.35, $1.45, $1.60 asking for $2.00 and then staying at $1.60 at one year and then last year we went to referendum and the students passed the referendum saying that we would have $2.50 per student per semester to work with and this would be reviewable then in three years. All I have to do now is present my budget that our department will work with to our Recreational Services Council for their okay. Of couse, there is a little public relations work that we work with as far as Student Senate to keep them informed of what we're doing and where we're going.

One problem that I see, and to me it doesn't really matter, but as I said we are administrative and not considered faculty. Faculty at Kansas State are the only people who can be on tenure, if that has any importance, therefore, our area cannot build up tenure. To me, personally, it makes no difference.

We have what we feel is a very comfortable situation, we are very happy with it. Our people are full time in the fact that our program under this setup has grown by leaps and bounds. The only teaching that we do at all since we're not reporting to the physical education program will be to go and become somewhat of a 'guest' lecturer in a class. We also work with the Health, Physical Education and Recreation Department with the recreation majors and will help them in working with what is classified as pre-interns and interns in our program to work directly with us as an assistant to help them learn more about supervision, administration, setting up a program and so forth.

I think that our overall structure helps us get many things done much quicker. I know that in our particular setup if we were under physical education we would be at the bottom of the list as we were formerly because of the push for academics and the things that they want to do in that area. We can devote full time to the students and to the faculty and staff of our campus community. But I will say, in closing, that I am a believer that it makes no difference where you're at, whether you're under physical education or whether you're under Student Affairs, or even possibly under athletics - whatever your situation at your university or college, whatever it is and you're comfortable with it, that's the main thing, that you have a comfortable working relationship and also the fact that you have the money that you need to have to make your program function. The other day I believe somebody was talking about wherever you get your sugar from, whoever your Sugar Daddy is, if this is comfortable to you, then use this process as far as your reporting sequence is concerned and you're going to be all right. Our sugar comes from the students. As was mentioned from Texas with being under Student Affairs, we meet once a week as department heads with our vice-president and I have input and know what is going on with the union, residence halls, student health, the counselling center, career planning and placement, and student aid and awards. With a meeting once a week, we know where some of the problems are and are able to work them out. We can keep in touch a little better, have a better line of communications and I think for our purposes at Kansas State, this is the best for us.